



Time is Money

The Change Management Dilemma



Are we walking, taking the bus or driving ?

Change Management is like Transportation to Work ???

Situation:

- *Single Mom*
- *Expecting quadruplets*
- *Live 9 miles from job*
- *Work Monday – Friday 8-5*
- *Currently walk*
- *Need to readdress transit needs.*

Options:

1. *Continue walking*
2. *Buy a pass and take the bus*
3. *Obtain a car and drive*



1: Continue Walking

Now

- 0 \$ investment
- Good exercise
- Multiple paths and shortcuts, unrestricted to defined routes and paths.
- 4.5 hours per day commute
- Can carry little from and to work.
- Decrease productivity, hot, tired, wet, smelly, sunburned, immobile, no extra time
- Increased absences (illness, injury, weather, pregnancy)
- Can't work overtime or offsite
- High Hidden Costs: Health, wear and tear on clothes and shoes, leave time, decreased productivity

After Babies:

- Must use a stroller, will be restricted to paved areas.
- Must drop babies at caretaker who must be on the way.
- Additional concern over weather, illness, injury, heat and exhaust fumes to babies.



2: Bus



Now

- 0 \$ investment; \$ 60 month
- Good exercise; can read on the bus
- 6 hours per day commute
- Can carry little
- Some decrease to productivity: tired, wet, smelly, immobile, no extra time, no overtime
- Increased tardiness, less absences than walking
- Some Hidden Cost: Health, wear and tear on clothes and shoes, leave time which are substantially less than walking

After Babies:

- Daycare must be on bus route.
- Will be hard to manage stroller babies and self for getting on and off the bus.
- Takes longer, costs more but better for the babies.



3: Car



Now

- \$500 (fix) -3500 (buy) \$ investment; \$ 250 month expenses
- 40 minutes per day commute
- Can run errands and carry things
- Can work late on occasion
- Can attend offsite meetings
- Can respond to emergencies in a timely manner
- Many other good things
- No to very low hidden costs

After Babies:

- Must be large enough to accommodate car seats.



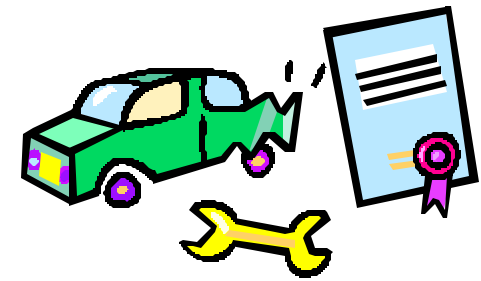
A car must have:

- An engine
- Tires
- Brakes
- Passenger space for 4 car seats with working seatbelts.
- Does not need to be a Cadillac but must run and be reliable and dependable overall.



If the car does not meet these minimum requirements it is useless and better to take the bus.

The Car Dilemma



- To obtain a car that meets requirements will be expensive.
- I have access to several old cars that do not work.
- Money is tight ,so do I see if I can fix one of the old cars and use it until I can afford something better ? OR Do I take the bus until I can afford to buy a car that meets my needs ?
- I am not a mechanic, so I need help. Are the old cars repairable ? If so, how much will that cost ? Is it better to buy ?

So, how are transportation and Change Management related ?

- **Current CM Process = Walking** (Low cost, takes a long time, works some of the time, many shortcuts are taken, everyone defines an individual path, sometimes we get lost in the woods, has high hidden costs and few benefits)
- **Manual CM Process = Bus** (Takes longer, more expensive, has a defined route (s), requires a Change Coordinator, if a connection is missed we will be late, is very time sensitive but has some benefits and fewer hidden costs)
- **CM System = Car** (Costs lots of money to fix or buy and maintain but the benefits are worth it, choice of multiple defined routes, increases productivity and has no hidden costs, is safer and provides for reliable management of changes)
- **311/Answer Center, EAMS, ERP = Babies :**
Necessitates a reexamination of Change Management needs and priorities.



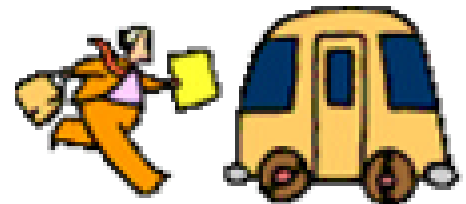
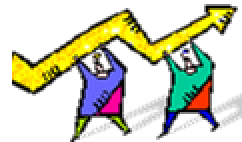
If we are going to drive the Change Management car it must have all it's parts:

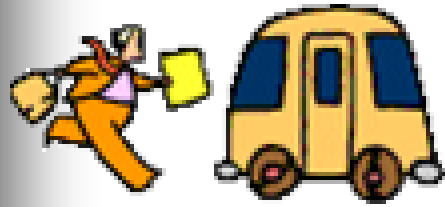
- Facilitate risk and impact assessment for changes.
- Facilitate tracking of change requests
- Facilitate notification, approval and scheduling of changes over multiple environments.
- Provide performance metrics



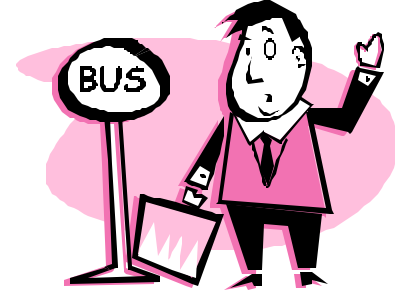
Moving from walking to taking the bus until we get a car ?

- A manual process costs more and takes longer than the current processes.
- Staff must be educated and adhere to the schedules and the defined routes.
- Someone has to “drive the bus” (a change coordinator).
- Some staff will prefer to stick to current methods rather than switch, there must be an effort to redirect.





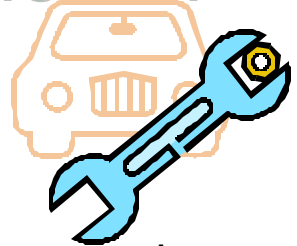
Manual CM



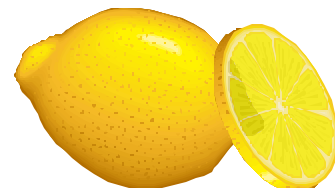
- Develop paper forms and processes
- Identify users for 311 Change Management
- Identify Change Coordinator
- Educate all users on the process
- Initiate policy and implement the manual process
- This is a temporary solution until a car can be fixed or bought and put on the road.

Future Plans:

Fix the old CM car or buy another car ?



- Numerous CM tools and processes exist in ETSD
- To fix Change Management, the tools and processes in existence today must be identified and analyzed to see if any combinations can be tweaked to provide a better temporary solution.
- If yes, order any missing parts and assign programmers to put it together and make it work. If no, buy a CM System. Then we will need to look at Volkswagens, Corollas and Minivans to make a decision. A Porsche or an old clunker just won't do..
- Don't want to check, buy one - But it has to work and have all of it's parts.....(It is still a good idea to have the mechanic check the car candidates and advise in the selection. You want a good deal but not a lemon)
- A Change Coordinator and support staff will be required regardless of the option selected.



Next Steps

- Start Manual Change Management in February
- Determine if there is anything usable already here and if it meets minimum requirements.
- Start shopping for more complete Change Management Systems.
- Provide recommendations that support the future.
- Fund and support the transition.

